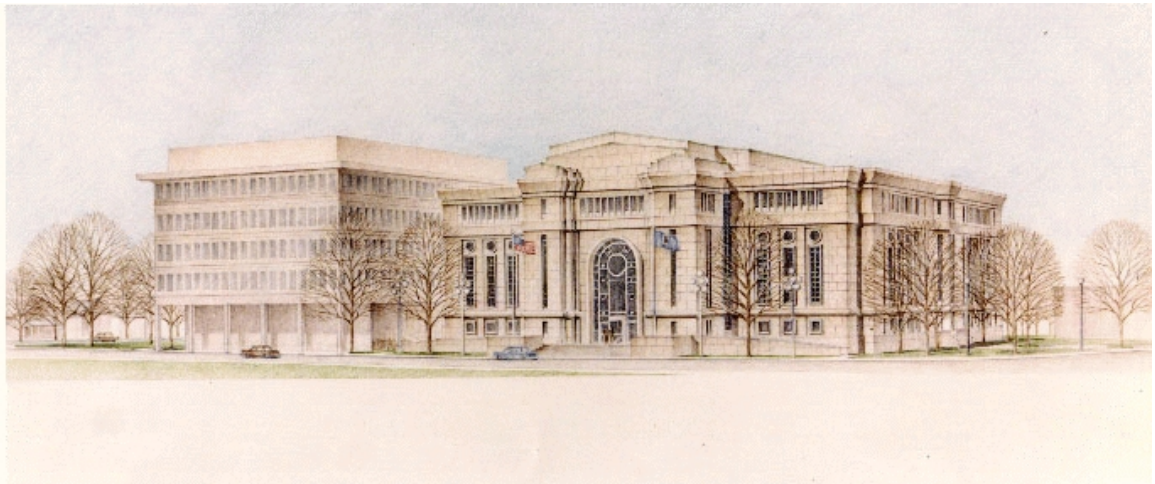


U. S. Probation and Pretrial Services Office District of New Hampshire



STATE OF THE OFFICE: GOALS AND ACCOMPLISHMENTS

September 30, 2000

STATE OF THE OFFICE: GOALS AND ACCOMPLISHMENTS

U.S. PROBATION AND PRETRIAL SERVICES OFFICE DISTRICT OF NEW HAMPSHIRE

SEPTEMBER 30, 2000

TABLE OF CONTENTS

★	Message from the Chief	2
★	District Fundamentals	3
★	Overview of District	5
★	Strategic Planning	8
★	Pretrial Services Unit	11
★	Presentence Unit	18
★	Supervision Unit	25
★	Management Team	31
★	Automation	34
★	Training	37
★	Staff Achievements and Milestones	40

U. S. Probation and Pretrial Services Office District of New Hampshire

Message from the Chief

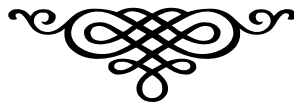
Fiscal year 2000 saw the district continue to be confronted primarily with offenses involving drugs and fraud related crimes. More recently, as technology has advanced and personal computers have become readily available, new types of crimes and criminals have been emerging. Sophisticated efforts to commit computer fraud and using the Internet to traffic in child pornography are becoming more common and, as a result, pose even greater challenges for probation/pretrial officers in fashioning bail conditions, preparing sentence recommendations for the court, and monitoring compliance with court ordered conditions. This shift in offender types demands that we be able to transition away from traditional methods of doing business to incorporate technology and networking in collecting and sharing information about those for whom we are responsible.

While the crime rate across the country has declined, the Bureau of Prisons (BOP) is experiencing record numbers of inmates, the vast majority of whom will someday be returning to those same communities from which they came. The importance of this type of “transition,” i.e., assuring a graduated, incremental process from “inmate” to “citizen” status, cannot be overstated. Currently, there are no federal transitional facilities in the District of New Hampshire, and the BOP is unable to utilize existing state run facilities due to crowding at the state level. As a result, the district has invested much time and effort over the last year to work collaboratively with local officials, politicians, providers and the community in attempting to gain approval for a community sanctions center (halfway house) in southern New Hampshire. Thus far, our efforts have met with minimal success, and to date we have been unable to realize our goal of establishing such a facility for federal defendants/offenders in New Hampshire. Much of the lack of success is due to strong community opposition and the resultant “NIMBY” (“Not in My Back Yard”) outcry that has resonated loudly with both politicians and municipal officials at the local level.

Nonetheless, in the face of a rising caseload of BOP releasees to the District, we will continue to pursue what we believe is a worthy objective. A successful transitional experience can and often does make the difference between success and failure on post release supervision for the offender. For the community, it can be the difference between a law abiding, contributing member of society or the perpetration of more crimes and the creation of yet more victims.

Thomas K. Tarr
Chief U. S. Probation Officer
District of New Hampshire

DISTRICT FUNDAMENTALS





U.S. PROBATION AND PRETRIAL SERVICES DISTRICT OF NEW HAMPSHIRE

MISSION STATEMENT

It is the mission of the U.S. Probation and Pretrial Services Office for the District of New Hampshire, as a component of the federal judiciary responsible for community corrections, to provide protection to the citizens of New Hampshire and to assist in the fair administration of justice.

GUIDING PRINCIPLES

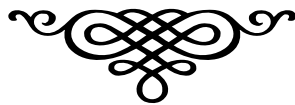
We believe ...

- ★ In protecting the community while offering every offender the opportunity for meaningful change.
- ★ In being sensitive to victims' concerns and responsive to their needs.
- ★ In pursuing proactive change and continuous improvement in our quest for quality.
- ★ In seeking justice through integrity, honesty, and fairness.
- ★ In promoting collaboration and communication within the office and with other agencies.
- ★ In recognizing, rewarding, and developing every staff member.

VISION

The U.S. Probation and Pretrial Services Office for the District of New Hampshire strives to exceed the highest ideals in community corrections.

OVERVIEW OF DISTRICT



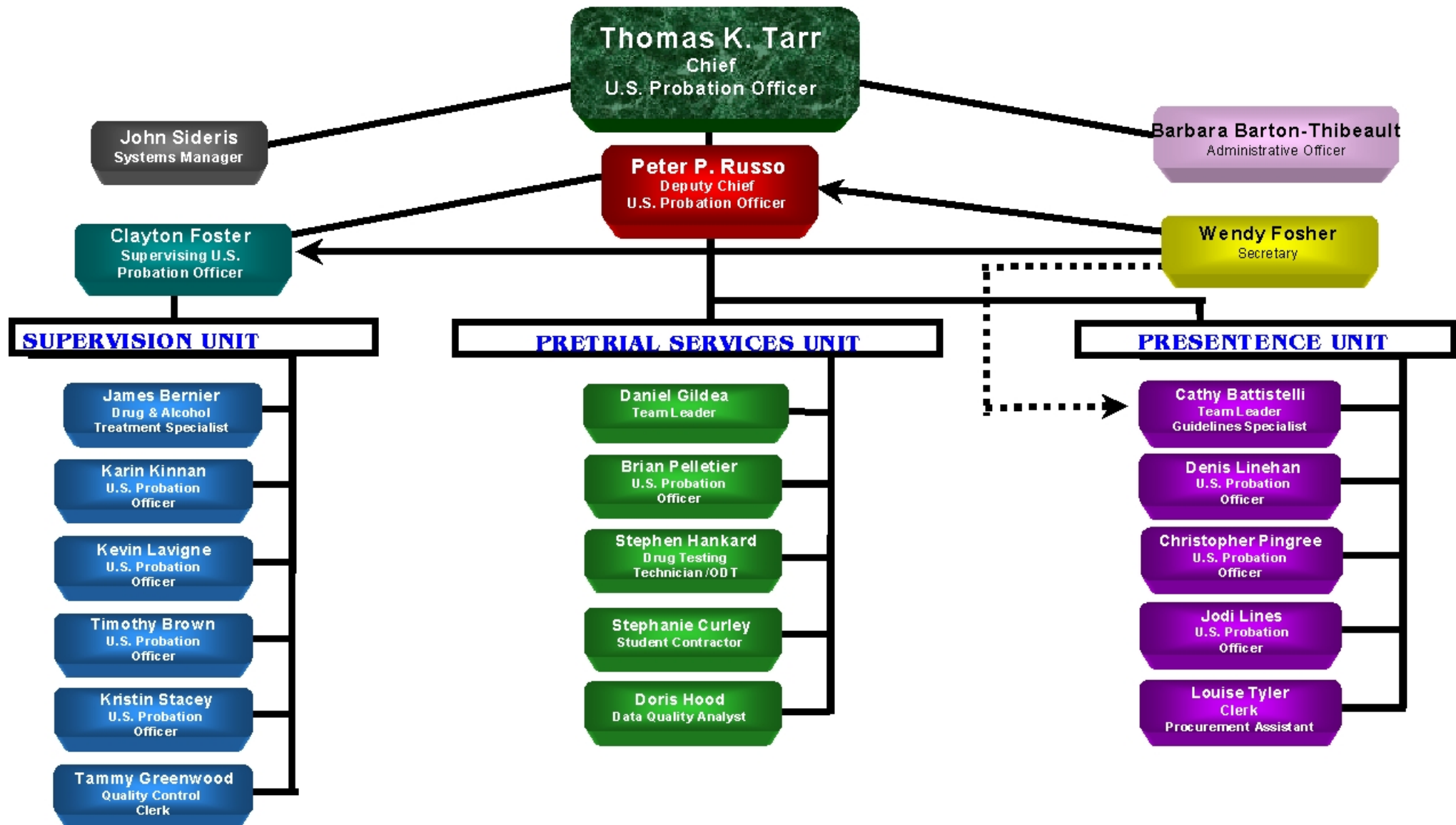
OVERVIEW OF DISTRICT

The U.S. Probation and Pretrial Services Office for the District of New Hampshire is a combined office located in the Warren B. Rudman U.S. Courthouse, Concord, New Hampshire. Twenty-two staff members, including a chief, deputy chief, supervisor, two team leaders, one drug & alcohol treatment specialist, eight probation officers, one part-time drug testing technician, one part-time student contractor, one administrative officer, one systems manager (Automation), and four support staff are permanently assigned to this location. Since 1997, the District has also operated a small sub-office in the Norris Cotton Federal Building in Manchester, New Hampshire. The office is used on a rotating, as-needed basis by officers; no staff member is permanently assigned to the Manchester office.

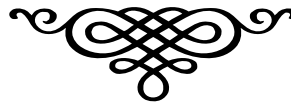
The chief probation officer is the unit executive responsible for all administrative functions, personnel, and budget. The deputy chief, systems manager, and administrative officer report directly to him. Additionally, in 1999 a management team consisting of the chief, deputy, chief, supervisor, and two team leaders was formed to address all office management issues, including inter-unit cooperation, resource allocation and planning, intra-office communication, training and automation needs, and other issues having an office-wide impact. The management philosophy is a marriage of the notion of continually seeking to improve the quality of our services to the Court and public ("Total Quality Management") and of seeking to become more efficient through modification of processes to accomplish our work ("Process Improvement").

As rendered in the Organizational Chart on page 7, the Office is organized to accomplish its mission by trifurcation of its major functions: pretrial services; presentence services; and, supervision services. Although each officer is expected to be able to perform all functions, he/she is assigned to one of the units and generally performs work only of that functional unit. The deputy chief is essentially operations manager over the three units, with a supervisor as head of the Supervision Unit, and team leaders as heads of the Pretrial and Presentence Units, respectively. One clerical support person is assigned to each of the units.

**United States Probation and Pretrial Services Office
District of New Hampshire**



STRATEGIC PLANNING



STRATEGIC PLANNING

In April 1999, after having initiated the process some eighteen months earlier, the office adopted its first strategic plan. A strategic planning committee, charged with the responsibility of overseeing the development of goals and action plans to achieve same, has been in place since that time. A number of worthy goals, e.g., adoption of a fit-time policy, implementation of a local dental insurance plan, development of a guide for employee benefits and responsibilities, have already been achieved. These accomplishments, together with a newly identified office goal, were documented in the revised strategic plan adopted in April 2000.

The primary achievement of the process in fiscal year 2000 was the adoption and implementation, with court approval, of a peer-based staff recognition and rewards policy in January 2000. The policy provides for an employee recognition committee to solicit nominations from staff yearly for two categories of awards: the Chief's Award for quality improvement or community service/public relations; and, the District Award for sustained superior performance or special service/exceeding expectations. After reviewing the nominations, the committee makes its recommendations to the chief probation officer. The awards, which are in the form of a certificate or a plaque and which may carry a cash award of \$500, are presented at the district's annual offsite training conference in the Fall. The first awards were made in September 2000, the Chief's Award having been presented to U.S.P.O. James P. Bernier for community service and the District Award to U.S.P.O. Christopher H. Pingree for sustained superior performance. The policy also provides for lesser administrative awards in several categories.

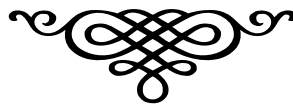
Three other goals, all originally identified by the strategic planning committee, are in varying stages of completion. They are:

- Development of a Community Correctional Center in New Hampshire. After the office had earlier persuaded the Federal Bureau of Prisons (BOP) of the need for such a center for federal inmates in New Hampshire, BOP issued a request for proposals which resulted in the approval of a proposal for same in Nashua by Community Resources for Justice (CRJ), a Massachusetts based nonprofit corporation which operates a number of such community facilities in New England. The initial site proposal, however, was withdrawn because of political opposition. CRJ nonetheless identified a second site in Nashua which it continues to pursue through the local planning board process. Chief Probation Officer Tarr has worked on an ongoing basis with both CRJ and BOP to try to make such a center a reality in New Hampshire. Its development remains the highest priority of the office.
- Development of Professional Development Policy. During fiscal year 2000, the strategic planning committee identified the development of a comprehensive professional development policy for all staff as an important office goal. This issue became a management team goal, and Deputy Chief Russo drafted a proposed policy. The draft policy seeks to make clear the office's encouragement and promotion of the professional development of each employee and to delineate the respective responsibilities of both management and the employee in this process. It also iterates the office's philosophy that officers become skilled in all three areas, i.e., pretrial,

presentence, and supervision, of our work. In this connection, a task group was formed to address the issue of a possible rotational component for officers to this policy. After surveying both staff and other districts, it intends to make recommendations to the strategic planning committee. It is expected that the professional development policy will be finalized in fiscal year 2001.

- Creation of Informational Packet for Collateral Agencies. In an effort to increase our visibility in the community and to foster a greater understanding of our role in the criminal justice community, the committee approved a new goal of creating an informational packet directed toward collateral agencies. A task group was formed with U.S.P.O. Kevin Lavigne as coordinator. A completion date in fiscal year 2001 was established.

PRETRIAL SERVICES UNIT

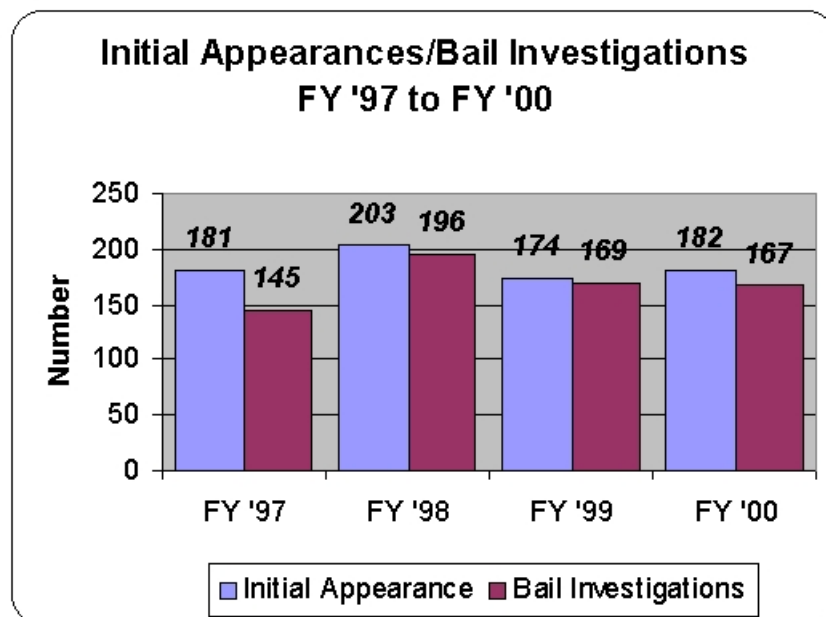


PRETRIAL SERVICES UNIT

The Pretrial Services Unit is responsible for preparing bail investigation reports for the Court and for supervising those defendants who are required to report to a probation officer as a condition of his or her pretrial release. The purpose of the former is to assist the Court in determining whether to release a defendant on bail and, if so, under what conditions. The purpose of the latter is to ensure that the defendant is abiding by the conditions of his or her pretrial release and to inform the Court when the defendant fails to do so. The Pretrial Services Unit also conducts investigations of candidates referred by the U.S. Attorney's Office for participation in the latter's Pretrial Diversion Program and supervises those candidates who are admitted to the program. Finally, since 1997, the Pretrial Services Unit has participated in the pilot program Operation Drug TEST (ODT) under which the Unit attempts, through pre-initial appearance drug testing, to identify those defendants who are users of illegal drugs and to provide them with needed treatment, monitoring, and effective sanctions.

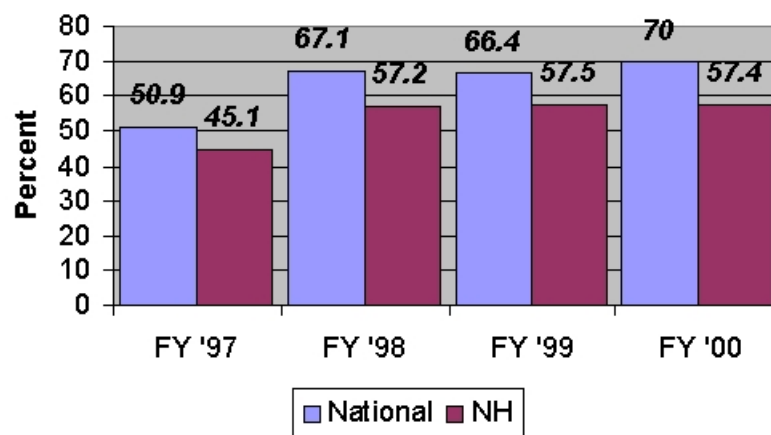
In order to carry out its responsibilities, the Pretrial Services Unit consists of two officers, a clerical support person, a part-time drug testing technician, and a part-time student contractor. One of the two officers is the team leader who is responsible for the day to day operations of the unit. The drug testing technician, whose position is funded by ODT, is responsible for the office's drug testing program. The student contractor is primarily responsible for conducting pretrial diversion investigations and supervision.

For fiscal year 2000, the unit experienced 182 case activations and conducted 167 bail investigations. This represents a 4.4% increase for the former and a 1.2% decrease for the latter. Both, however, remain significantly below the "high water" mark of fiscal year 1998, as reflected by the following graph:



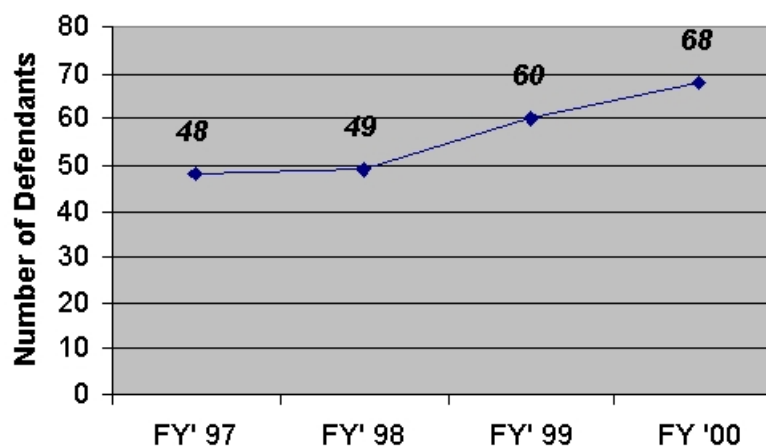
The District's detention rate was 57.4% in fiscal year 2000, a figure which has remained remarkably steady over the last three fiscal years. It compares very favorably with the national detention rate which reached 70% in fiscal year 2000.

Comparison of Detention Rates National v. New Hampshire FY '97 to FY '00

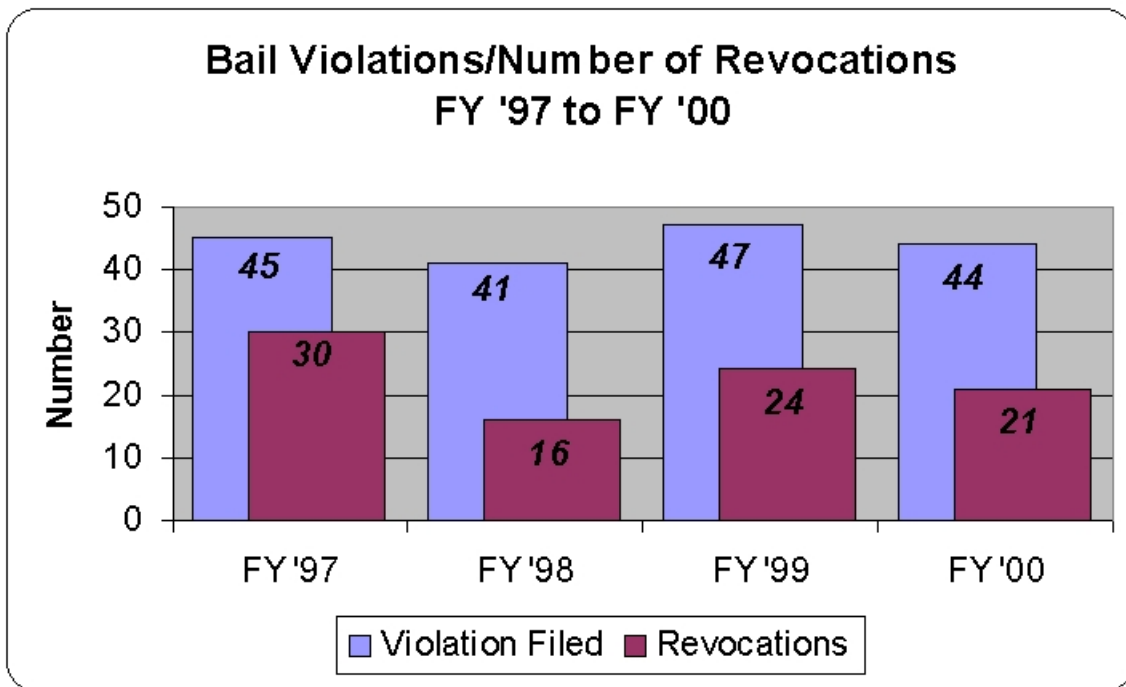


At the end of fiscal year 2000, 68 defendants were under active pretrial supervision by the unit. This represents the continuation of a significant upturn in such cases which began in fiscal year 1997, as indicated by the following:

Pretrial Supervision Caseload FY '97 to FY '00



During fiscal year 2000, the unit filed 44 violations with the Court, and 21 defendants had their bail revoked. This compares as follows with the previous three fiscal years:

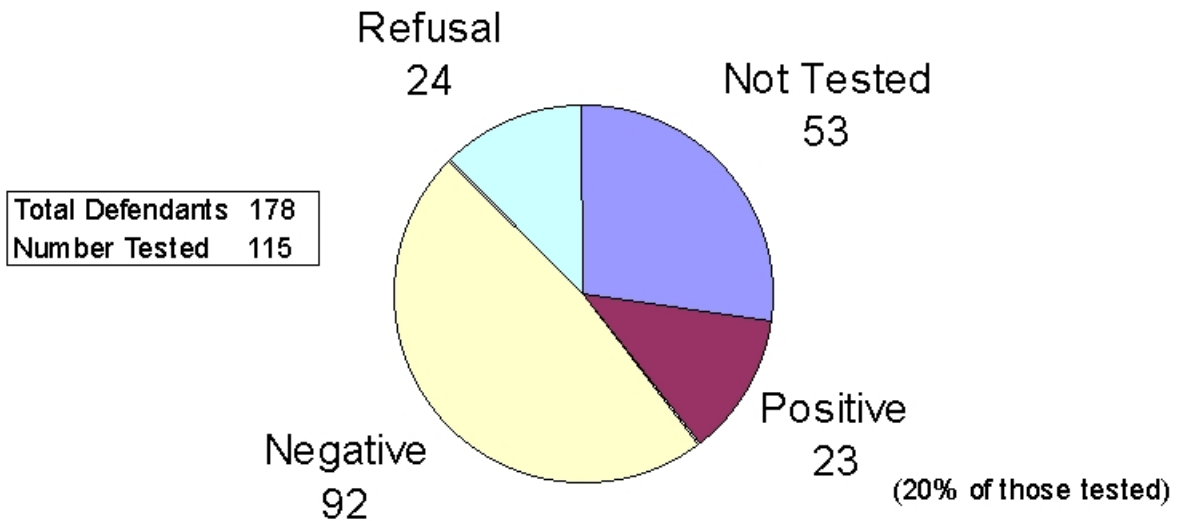


The Pretrial Diversion Program remained relatively small during fiscal year 2000. Seven investigations were completed during the year, a figure consistent with the two previous fiscal year statistics, but less than 50% of those completed during fiscal year 1997. Seven respondents were also under supervision as of September 30, 2000, a figure which has largely held steady over the last four fiscal years.

The office continued its participation in Operation Drug TEST during fiscal year 2000. The program has been instrumental in increasing the availability of treatment and testing funds for defendants having substance abuse issues. During fiscal year 2000, the office expended \$4,096.10 from its traditional pretrial budget for such treatment and testing; ODT added \$35,841.64 to this figure, an amount that must be considered significant. The office has also continued to benefit from the operation of our Manchester sub-office and the work of our drug treatment technician, both of which are funded through ODT. Finally, an analysis of our pre-initial appearance drug testing results for those defendants who consented to same was a 20% positive result rate, again a significant indicator of the type of defendants that are being prosecuted. The following graph illustrates those results:

Operation Drug Test Initial Test Results FY'00

10/1/99 - 9/30/00



During 2000, the Pretrial Services Unit sought to improve its services by focusing on five specific unit goals. Those goals, results, and outcomes follow:

GOAL		RESULT	OUTCOME
1	Strive to achieve and maintain at least a 90% prebail report completion rate.	The unit was successful in achieving and maintaining this goal: 88.2% in 1999 to 91.8% in 2000. However, the total number of people refusing to be interviewed once again increased from 24 in 1999 to 30 in 2000.	Accomplished.

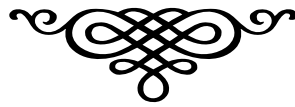
2	Strive to reduce by 25% the number of pretrial services cases who refuse initial interview.	The unit has not been successful in achieving this goal. Analysis of data indicates that interview refusals fall into two broad categories: illegal aliens who know they will not be admitted to bail in any event; and, offenders serving state or local sentences who also know they are unlikely to be admitted to bail.	Not accomplished.
3	Enhance the financial resources section of pretrial services reports by completing a PS27 (Financial Report) in every white collar case and when otherwise appropriate.	The unit was successful in achieving this goal. An additional financial form was created to assist in gathering detailed financial information when appropriate. It should be noted that time constraints and defense attorneys' refusal to have their clients provide detailed personal financial information play a major factor in the success of gathering this type of information.	Accomplished.
4	Review and seek to clarify selected issues of the pretrial diversion operations agreement with the U.S. Attorney's Office, including eligibility criteria, procedures, payments of restitution, and release of case information.	The unit was successful in achieving this goal. DCUSPO Russo and Unit Team Leader Gildea met with the Chief of the Criminal Division of the USA's Office in June 2000. As a result of that meeting, an updated operating agreement was completed and signed by both agencies clarifying payment of restitution and the release of case information.	Accomplished.

5	Establish and maintain tracking system of ODT cases, focusing on outcomes <u>vis-a-vis</u> treatment/surveillance expenditures.	The unit was successful in achieving this goal with the assistance of the drug testing technician. We now have completed data collection for FYs 1998-99. It should be noted that the data is not compiled until the completion of the case.	Accomplished.
---	---	--	---------------

For fiscal year 2001, the Pretrial Services Unit has adopted the following unit goals:

1	Strive to achieve and maintain at least a 90% prebail completion rate.
2	Reduce the total number of defendants not interviewed prior to initial appearance as they pertain to criminal summonses and pleas to informations.
3	Maintain documentation of all refused bail interviews and possible reasons and circumstances therefor.

PRESENTENCE UNIT

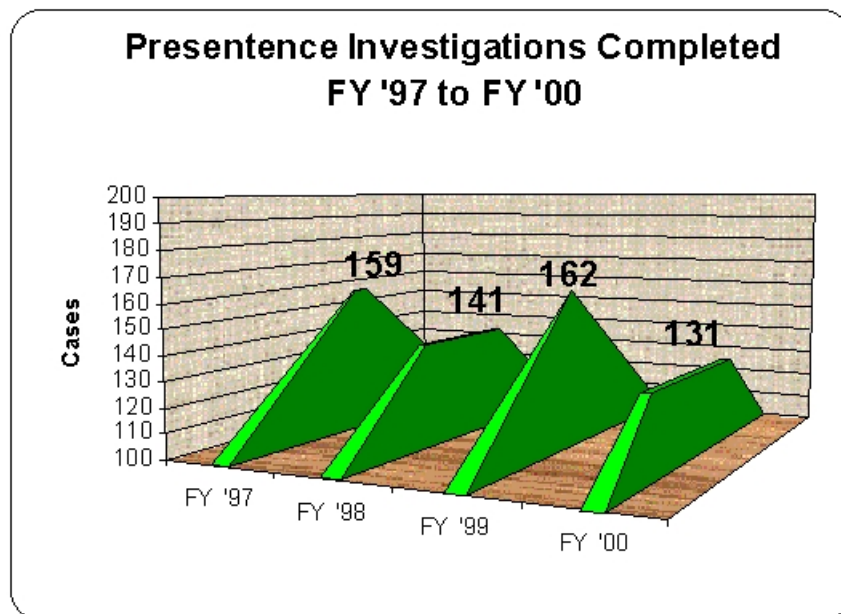


PRESENTENCE UNIT

The Presentence Unit is responsible for preparing presentence investigation reports to assist the Court in imposing just sentences under Federal law and the Federal Sentencing Guidelines. Such reports contain detailed renditions of the offense conduct, defendant's criminal history, defendant's personal and family background, sentencing options available to the Court, and potential sentencing departure issues. The reports also contain recommended findings with respect to Guidelines application and are subject to a formal objection process intended to reduce the number of issues which the Court needs to resolve at sentencing. A sentencing recommendation, confidential between the probation officer and the Court and based on the facts and recommended findings in the presentence report, is also made in every case. The presentence process is governed by Rule 32 of the Federal Rules of Criminal Procedure and Local Rule 32.1.

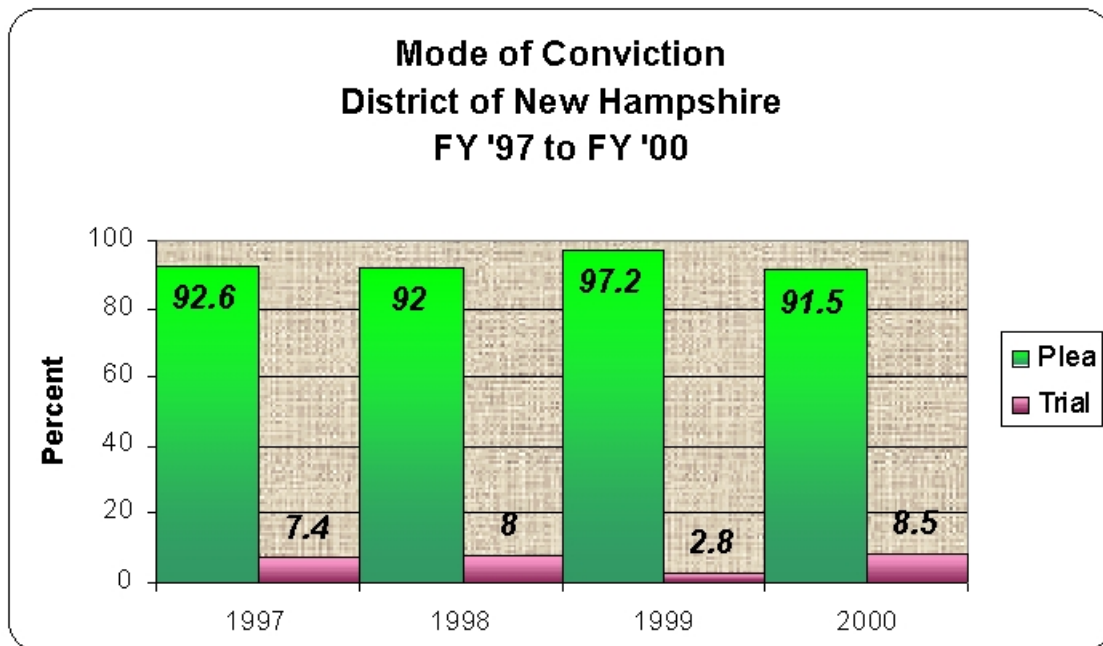
The Presentence Unit consists of four officers, one of whom is the Team Leader/Guidelines Specialist, and one support clerk. The deputy chief reviews and approves all reports. In addition to her duties associated with being the District's Sentencing Guidelines expert, the Team Leader also prepares presentence investigation reports in cases involving organizations, complex white collar frauds, and child pornography. The three line officers conduct investigations of all other cases brought before the Court. Since the advent of the Guidelines in 1987, unit officers have acted as a resource on Guidelines issues for all members of the bar. Officers input their reports into their personal computers utilizing the Automated Presentence Report Application (APRA) customized for this office by local automation staff; reports are finalized with the assistance of the support clerk.

During fiscal year 2000, the Presentence Unit completed 131 presentence reports. This represents a significant decrease from fiscal year 1999 and is the lowest total during the last four fiscal years:

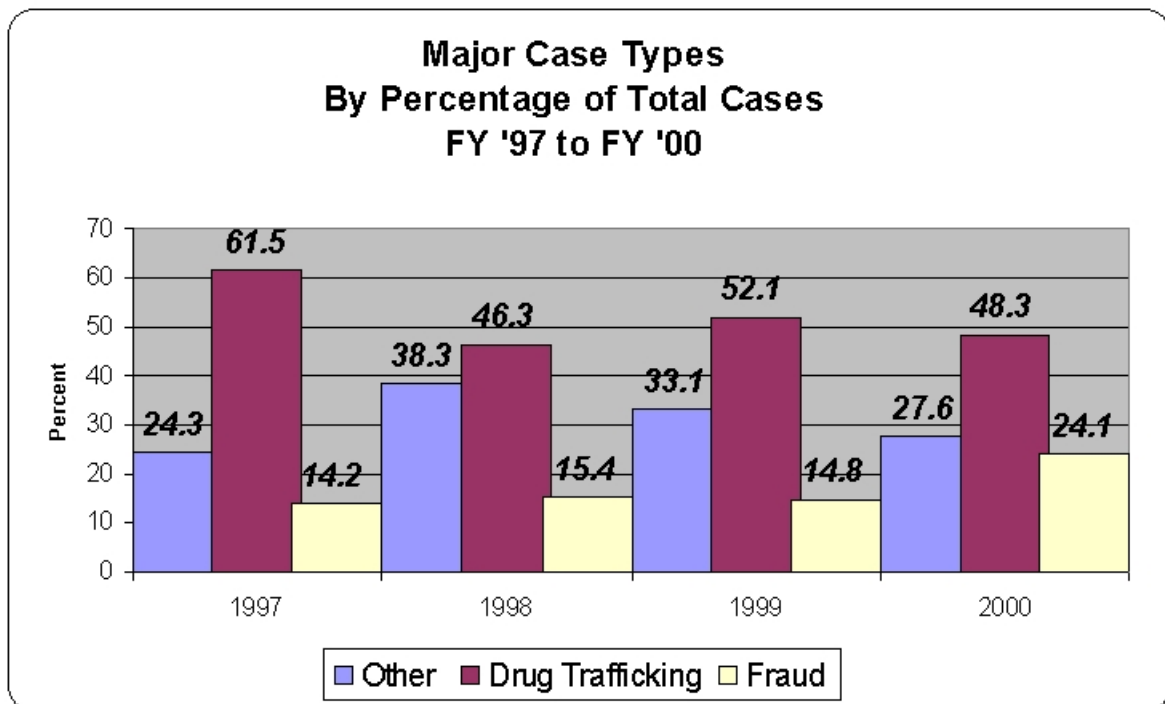


The mode of conviction by pleas was 91.5% in fiscal year 2000, a significant decrease from

fiscal year 1999, and substantially below the national average of 95.5%. The relevant percentages for the last five fiscal years follows:

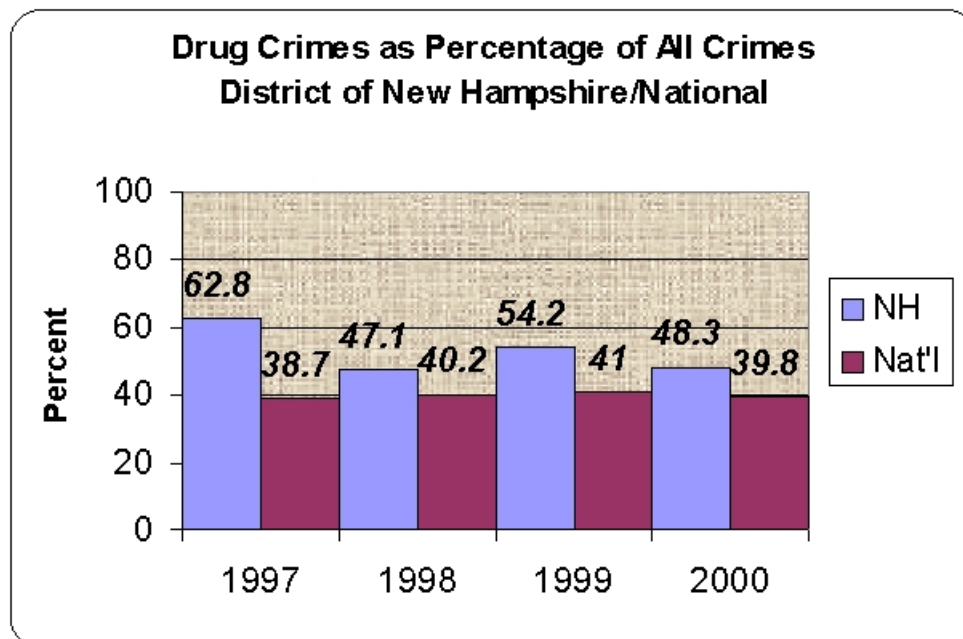


Drug trafficking convictions continue to dominate the type of cases handled by the unit, accounting for nearly half of all such referrals. During fiscal year 2000, fraud convictions increased significantly to nearly one-fourth of all referrals. The following graph depicts the major case types for the last five years:

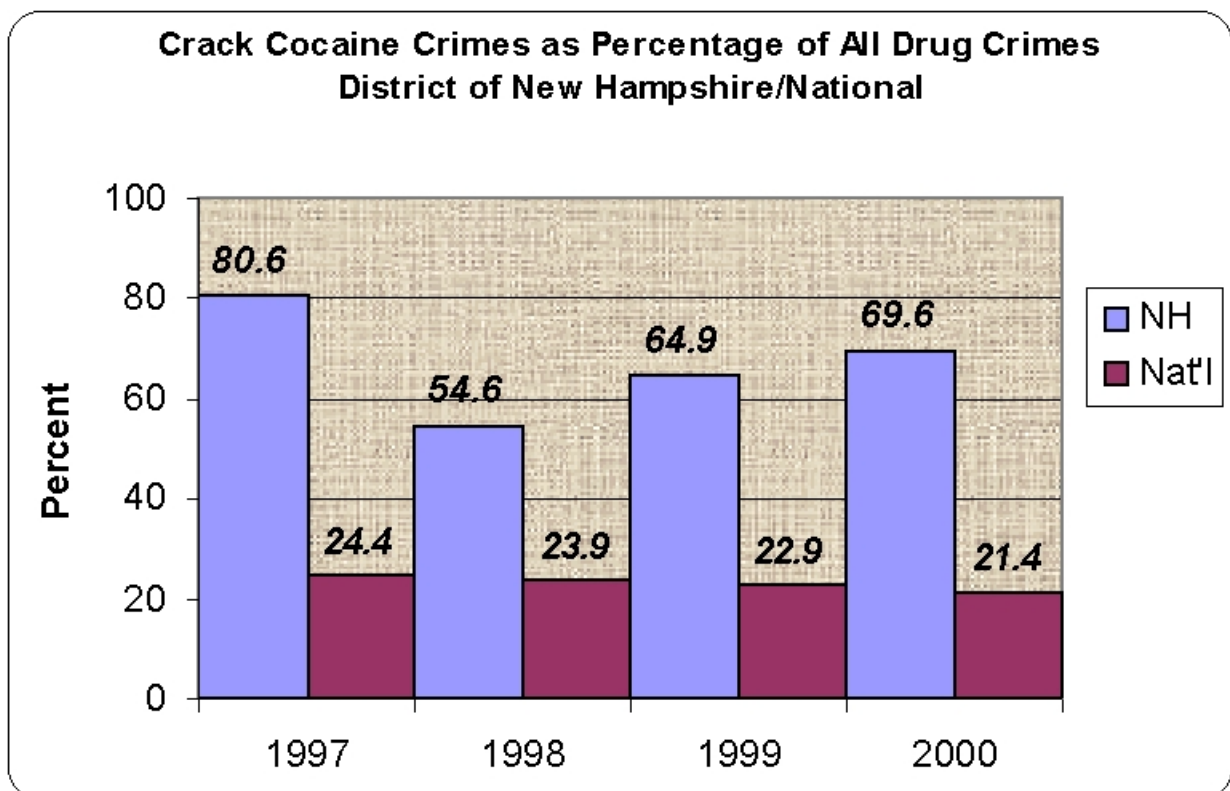


Prosecution of drug crimes in New Hampshire as a percentage of all crimes prosecuted continues to significantly outstrip comparable percentages for the nation, as is illustrated by the

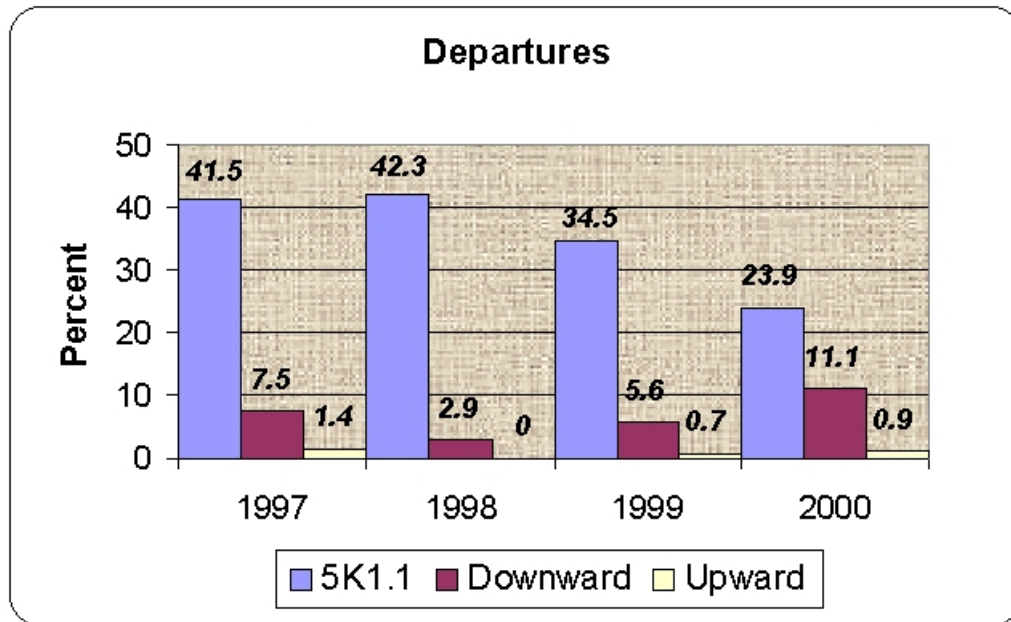
following graph:



Moreover,
prosecution of crack cocaine cases as a percentage of all drug cases prosecuted remained at a significantly higher level in New Hampshire as compared to the national percentage:



During much of the 1990s, the District recorded a rate of substantial assistance departures much higher than either the First Circuit or national rates. Fiscal year 2000, however, saw a significant decline in substantial assistance downward departures to 23.9%, down from 42.3% in fiscal year 1998, but still higher than the national average of 17.9%. Also noteworthy is the continuing increase of nonsubstantial assistance downward departures to 11.1%, up from but 2.9% in fiscal year 1998, but still below the national average of 17.0%. Finally, the upward rate for the District remained steady at 0.9% which is consistent with the national average of 0.7%.



During the last year, the Presentence Unit sought to improve its services by focusing on four separate goals. The specific goals, results, and outcomes follow:

GOAL		RESULT	OUTCOME
1	Collaborate with Automation to modify problematic macros in the Automated Presentence Report Application by February 15, 2000 and update others as needed in order make the program more "user friendly" for both officers and clerks.	PSI Unit met with automation and suggested changes which should be implemented.	Accomplished.

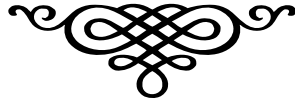
2	Incur zero complaints from the Court and the parties on presentence report workmanship and seek to markedly improve the 81.7% final presentence report timeliness rate of 1999.	Zero complaints were received by Court or parties; final disclosure rate improved to 88.8%; for all but one of the late cases (which was three days), all of the late disclosures were only one day late.	Accomplished.
3	Implement the proposed changes from the draft <u>Criminal Monetary Penalties Monograph 114</u> in the financial investigation section of the presentence report and the financial sanctions to be imposed by the Court in sentencings.	PSI unit has been using the new Monograph and has recently added the 48EZ form for indigent defendants; in addition, new sentencing recommendation macros have been implemented as of January 15, 2001, although there may be some "tweaking" needed of the wording.	Accomplished.
4	Survey the Court regarding changes and/or improvements it would like in presentence reports by June 1, 2000 and implement same, where appropriate, by October 1, 2000.	Not accomplished by October 1, 2001; however, changes to the related case section of the PSR detailing codefendants' sentences are now being made to provide the Court with more detailed information; in addition, per the Court's request, charts will be provided to the judges in multi-defendant cases of five or more individuals.	Not accomplished by October 1, 2000.

For fiscal year 2000, the Presentence Unit has established the following goals:

1	Have Automation implement changes to APRA as requested by PSI unit by April 30, 2001.
2	Send maximum number of USPOs to New England and National Guidelines training sessions.
3	Schedule periodic PSI unit meetings to discuss common strategies/techniques used by officers and clerks in computer shortcuts, and legal research.
4	Recommend that CUSPO meet with the Court regarding attorneys not following the Local Rules and the impact it has on the PSI unit. In addition, discuss with the Court the possibility of sanctions being imposed on the parties for noncompliance with the Local Rules.

5	Develop guidelines to count reportedly “finished” PSIs as special investigations to accurately track work being done by officers after case is “officially” completed (i.e., blue slip turned in).
---	--

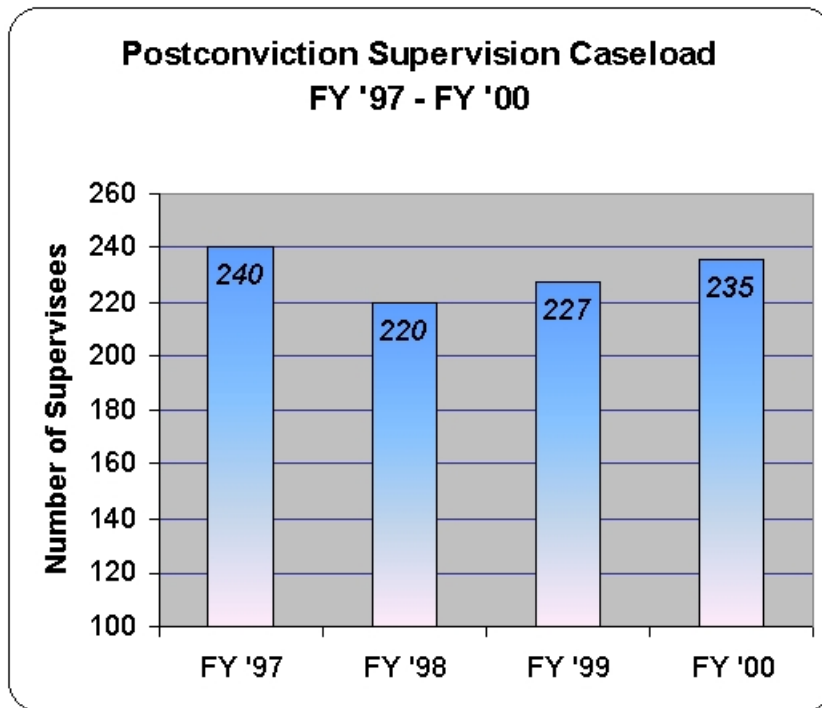
SUPERVISION UNIT



SUPERVISION UNIT

The Supervision Unit is responsible for supervising offenders on probation, supervised release, parole, and military parole. Officers carry out this responsibility in accordance with the principles of Enhanced Supervision, i.e., enforcing Court (or Parole Commission) ordered sanctions, controlling risk to the community, and providing correctional treatment. The Supervision Unit currently consists of a supervisor, five line officers, and one support clerk. One of the officers (the Drug & Alcohol Treatment Specialist) supervises a specialized caseload of offenders in active substance abuse or mental health treatment and is responsible for coordinating services with the office's contract treatment providers.

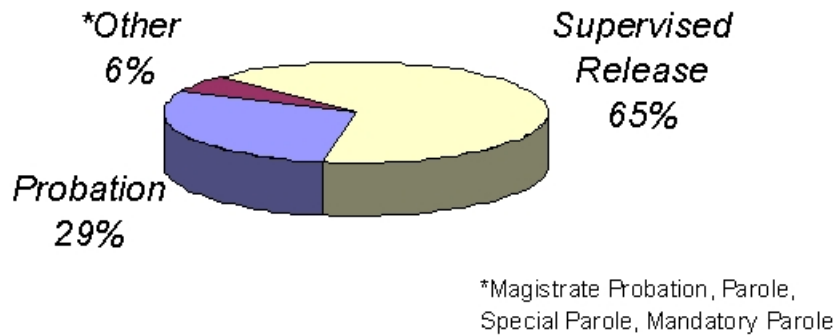
As of September 30, 2000, there were 235 federal offenders under supervision across the state of New Hampshire. The majority of these offenders resided in the southern tier of the state, i.e., in Hillsborough and Rockingham Counties. As indicated by the following graph, the total caseload, which peaked in 1997 and then dipped during the next two fiscal years, appears again to be on an upward track.



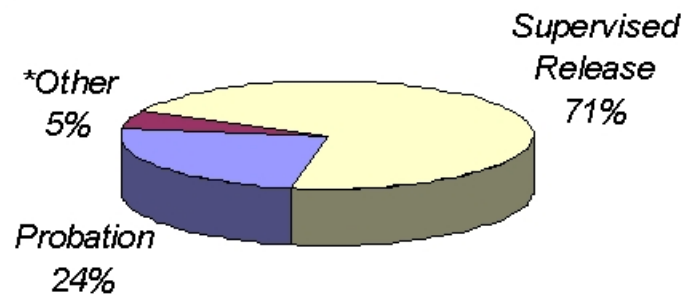
In addition, consistent with national trends, the composition of the caseload has changed markedly over the last five years. As reflected in the following graph, supervised release cases have increased from 65.4% on September 30, 1997 to 70.6% on September 30, 2000, while probation cases have decreased from 28.8% on September 30, 1997 to 24.3% on September 30, 2000.

Type of Postconviction Supervision By Percentage

9/30/1997



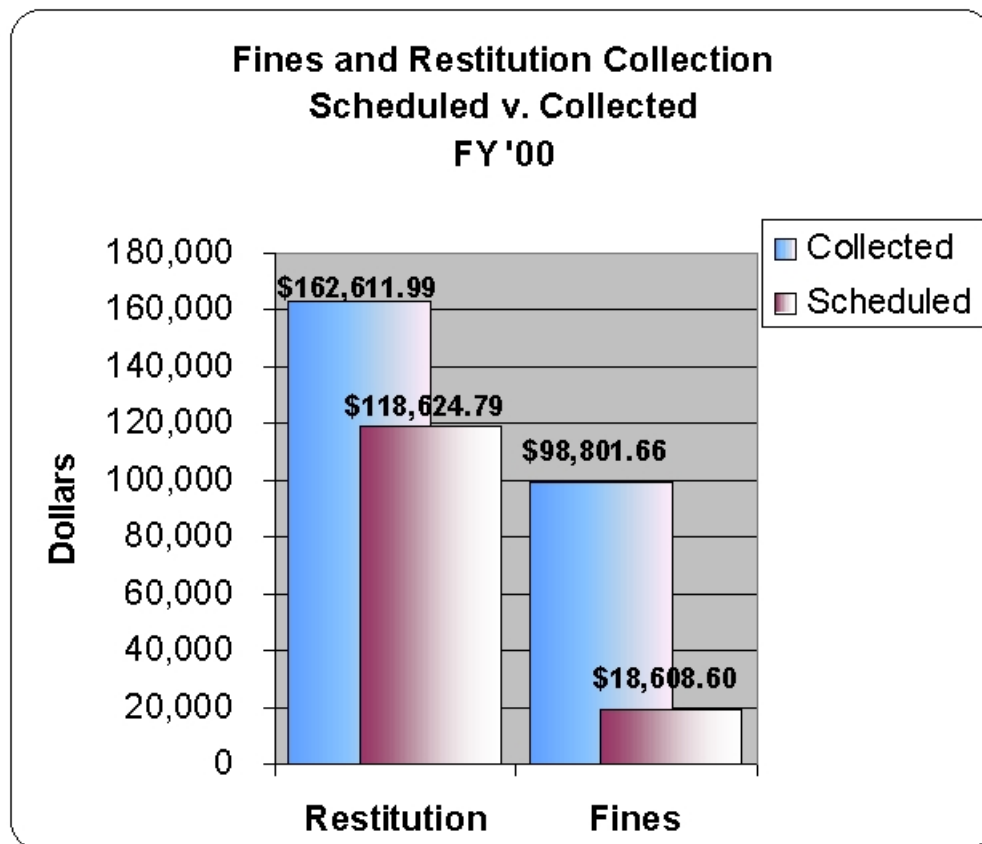
9/30/2000



Since 1995, the U.S. Attorney's Office has engaged in a number of "Streetsweeper" initiatives in the city of Manchester which targeted street-level drug dealers. This has resulted in a substantial increase in the percentage of offenders requiring substance abuse and/or mental health treatment. As of September 30, 2000, 60.4% of the total caseload carried a special condition for substance abuse treatment or mental health treatment. In fiscal year 2000, the office expended \$88,906.45 in substance abuse and mental health testing and treatment costs, itself a 37.7% increase over fiscal year 1999. While all line officers supervise offenders with these special conditions, the Drug & Alcohol Treatment Specialist and a second line officer supervise those offenders who are in active treatment. A corollary effect of this prosecutorial emphasis has been a substantial increase in the number of violations filed with the Court and Parole Commission, although this has decreased recently. During fiscal year 1997, the number of violations was 61, while during fiscal year 2000 the number was 49.

Another major responsibility of the Supervision Unit is to ensure that all offenders having a financial sanction (i.e., special assessment, restitution, or a fine) make a maximum effort to satisfy the

obligation. The Supervision Unit has adopted an aggressive policy of requiring all such offenders to have a payment schedule in place and to undergo a financial review every six months for the purpose of modifying such payment schedule, if appropriate. As of September 30, 2000, the current balance of restitution ordered in this District was **\$20,209,330.25**, while the corresponding figure for fines was **\$1,093,997.49**. The amount scheduled to be paid toward restitution was **\$118,624.79**, while the actual amount collected was **\$162,611.99**, a **137.08%** collection rate. The amount scheduled to be paid toward fines was **\$18,608.60** while the amount actually collected was **\$98,801.66**, a **530.95%** collection rate.



These percentages reflect officer efforts, sometimes in conjunction with the Financial Litigation Unit of the U.S. Attorney's Office, to encourage offenders to make substantial payments from available assets.

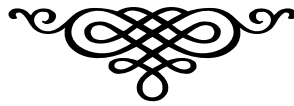
During the last year, the Supervision Unit sought to improve its services by focusing on five specific unit goals. Those goals, results, and outcomes follow:

GOAL		RESULT	OUTCOME
1	Upon receipt of a positive substance abuse test result, a sanction, of some type, will be initiated within 5 working days.	The unit met the 5 day rule 85% of the time. UAs that were taken while the offender was on violation status or on two occasions came to the officer's attention after revocation on previous positive UA's were factored out.	Accomplished.
2	Continue to ensure the timeliness of submission of initial case plans to the SUSPO.	This goal was partially accomplished. The unit completed the filing of case plans within the specified time limit 70% of the time; this area will be one that will be targeted to bring the percentage up closer to 90% of the time.	Partially accomplished.
3	Develop a consistent unit financial collection process and provide training to staff on this new process (training may include AUSA as well).	The Supervision Unit received training in the Monograph 114 and in the use of the new financial forms.	Accomplished.
4	Continue the Unit's current working relationship with AUSA-FLU in the joint collection of Court-ordered financial penalties per our Memorandum of Understanding.	The ongoing cooperation between the Supervision Unit and the AUSA-FLU continues; both units have worked to ensure non-duplication of collection efforts and to provide bilateral support in difficult cases.	Accomplished.
5	Develop and implement a revocation training seminar with the assistance of the AUSA which may include inviting another district to participate.	This was not accomplished; this goal will be incorporated into the Unit's goals for the coming fiscal year.	Not completed.

For fiscal year 2001, the Supervision Unit has adopted the following unit goals:

1	Upon receipt of a positive substance abuse test result, a sanction of some type will be initiated within five working days.
2	Continue to ensure the timeliness of submission of case plans to SUSPO.
3	Schedule a revocation procedure training session in conjunction with the U.S. Attorney's Office before September 1, 2001.
4	Research software currently being used by other districts that would allow the streamlining of form completions by drawing routine information from a central database.
5	Arrange for a series of officer safety related training sessions in the areas of a) drug identification; b) and sensitivity to those issues.
6	Arrange for District wide training on substance abuse referral and treatment issues to increase productivity and sensitivity to those issues.

MANAGEMENT TEAM



MANAGEMENT TEAM

During fiscal year 2000, the District's management team met on a quarterly basis to address issues of inter-unit cooperation, identify caseload trends for future planning, enhance intra-office communication, determine training and automation needs for future training programs and automation improvements, and discuss any other issues having office-wide impact. Consisting of the chief probation officer, deputy chief probation officer, supervising probation officer, presentence team leader, and pretrial team leader, the management team devoted much of its efforts toward the establishment of a comprehensive sanction center in the district, the development of a professional development policy for staff, and the identification of the district's training and automation needs.

The specific goals, results, and outcomes of the management team's efforts during fiscal year 2000 follow:

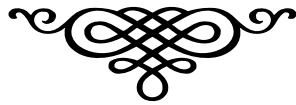
GOAL		RESULT	OUTCOME
1	Complete final version of an annual report for 1999 by April 30. Thereafter, prepare annual report for distribution by February 1 for the previous calendar year.	Annual report for 1999 was completed and distributed in July, 2000. Work is in progress to produce and distribute FY 2000 report by March 1, 2001.	Accomplished.
2	By the end of the year, develop and implement an office policy that delineates both office furtherance of and individual responsibility for, employee professional growth, development and career advancement.	Members of the SPC along with the DCUSPO have generated a "draft" policy on Professional Development; the committee is continuing to evaluate various methods of implementing a "rotational assignment" component and, when complete, will put forth recommendations for consideration by the CUSPO.	Ongoing.
3	Develop a comprehensive training plan that would be overseen and monitored by the training officer and one that emphasizes a unit-based approach wherein unit leaders become responsible for identifying requisite training needs for their respective units.	A comprehensive training plan for the office did not materialize; beginning this year however, in addition to developing unit goals, supervisors have been tasked with identifying training and automation goals to coincide and augment unit goals.	Not accomplished.
4	Promote inter-unit cooperation, information exchange and cohesion via the participation of unit leaders at cross unit meetings.	Inter-unit cooperation appears to be functioning at a high level. Officers are routinely consulting with other units in case management and investigation information sharing.	Accomplished.

5	By the end of the year, have in place a working agreement among the BOP, private providers, local politicians, and the community for a Community Sanctions Center.	While a working agreement is not yet in place, some limited progress has been made; a decision on a proposed site rests with city government which, if unsatisfactory, will likely be appealed to the superior court for a final determination.	Ongoing.
---	--	---	----------

For fiscal year 2001, the management team established the following goals:

1	Bring finalization to the “Professional Development” policy that addresses a proposal for a “rotational assignment” system that can be evaluated by management for consideration and possible implementation.
2	Obtain closure as to the current proposed CSC site location at 40 Chestnut Street in Nashua; if current location is deemed not viable, assess and determine the feasibility of going forward with other, alternative locations.
3	Improve communication with line staff and broaden participation in both internal and external training opportunities.
4	Maintain high level of office morale through a continuation of “open door” policy and informal conflict resolution.
5	Explore feasibility of establishing a training “council” to improve both individual and unit training needs and reduce training “fragmentation.”
6	Develop a “draft” district recruitment/public information brochure by September 30, 2001.

AUTOMATION



AUTOMATION

Since 1992, the automation staffing in the Court has been centralized administratively under the supervision of the Clerk of Court. The Automation Unit consists of a systems manager and four staff who are responsible for all automation in the Court family. One position in automation is funded by the U.S. Probation & Pretrial Services Office.

The Probation and Pretrial Services Office shares the networking resources of the District Court. The network provides connectivity to the DCN, Westlaw, and the Internet for all staff, as well as links to the satellite Probation office in Manchester (co-located with the U.S. Bankruptcy Court). Other automation initiatives have included: access to SPOTS criminal record checks; credit bureau checks; and, a library of digital photographs of defendants and offenders. The district has utilized WordPerfect 9 for the extensive development of macros and templates to automate both national and local forms, as well as presentence reports. The district is extremely proud of the presentence report application (APRA) and has shared it with other districts. Staff has also utilized laptop personal computers for remote access to network resources while working in the field, and has developed an alternate worksite policy to provide PCs for staff who work at home.

Over the last six months of the year, the District began planning for a new website. The Court contracted with Silver Technologies of Manchester, NH to develop the custom graphical interface and navigation for the website. The contract also utilized the vendor's expertise to develop a module for Subscriptions to court information, and a custom News module. The Probation Systems Manager was the primary person responsible for the Opinions Search section of the site, and he will develop the Probation and Pretrial Services section of the site during fiscal year 2001. You are invited to view the district's site at <http://www.nhd.uscourts.gov>.

During 2000, Automation sought to improve its services to the Probation and Pretrial Services Office by focusing on five specific goals. Those goals, results, and outcomes follow:

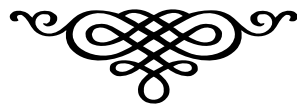
	GOAL	RESULT	OUTCOME
1	Test APRA, the Probation/Pretrial Forms, and Violation Report macros in WordPerfect 9 by April 1, 2000; convert all WordPerfect 8 forms to the new address book format; upgrade all personal computers to WordPerfect 9 for greater application stability by May 1, 2000.	New PIII 677MHZ Computers running Windows 98 were procured for all staff. All locally developed macros/templates run under WordPerfect 9 SP4.	Completed December 31, 2000.
2	Upgrade the District Court server to NetWare 5 by April 15, 2000.	TCP/IP Connectivity between Concord and the Manchester satellite office was accomplished.	Completed May 15, 2000.

3	Judgment & Commitment Order/Presentence Recommendations upgraded to conform to the September 2000 format.		Completed January 15, 2000.
4	Phase I - Planning and Design of Web Site for the U.S. District Court / U.S. Probation & Pretrial Services.		Phase I completed November 15, 2000.
5	Consult with key office staff to plan for a basic Internet/Intranet site. Develop a basic web site for the office by October 15, 2000.		Partially completed due to project with vendor to complete the court's website.

For the fiscal year 2001, Automation has negotiated and adopted the following goals:

AUTOMATION 2001 GOALS	
1	<u>Website:</u> U.S. Probation Internet Site Development/Implementation (July, 2001).
2	<u>PACTS 2000</u> Planning/Implementation (depends on AO schedule) (Dec 2001).
3	<u>Alternate Work Sites and Remote Access:</u> (a) Replace laptop computers (March 2001); (b) Re-utilize older Pentium PCs for staff who work at home (March 2001).
4	<u>Presentence Unit:</u> (a) Convert the PSI Face Sheet to a template (November 2001); (b) Make final revisions to the Schedule of Payments section in the APRA recommendations (April 2001).
5	<u>Supervision Unit/DATS:</u> (a) Convert the manual Treatment Plan form (Prob 45) to a fill-in template (April 2001); (b) Convert the manual 6 month review form/Case Plan to a fill-in template (June 2001); (b) Review the current procedures of Accounts Payable; make recommendations, and begin replace manual forms that are repetitive and time-consuming for the DATS and support staff.

TRAINING



TRAINING

The U.S. Probation and Pretrial Services Office for the District of New Hampshire attaches high priority to providing high quality, relevant training to all staff. During fiscal year 2000, twenty-one full time staff members received over 500 hours of work-specific training. Officer safety training continued to be a specific area of focus due to the increased number of drug dependant offenders who also suffer from mental health problems. Officers continued to received defensive tactics instruction twice per year, as well as participating in a fit time program with an accompanying fit test, to ensure their physical abilities in protecting themselves from possible assaults.

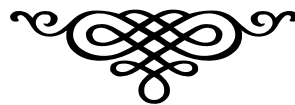
The District Training Program consists of five components:

- ★ New Officer Training. All new officers undergo a comprehensive in-district training program intended to familiarize them with all aspects of probation and pretrial services work. Management and staff with specialized expertise conduct the training. Additionally, all new officers attend a one week national training seminar in Washington, DC sponsored by the Federal Judicial Center.
- ★ Specially Arranged In-District Training. The office utilizes its own staff and guest presenters to train staff in-District, either generically or on a unit basis, in specialized areas. Examples include firearms training/qualification conducted by a certified firearms instructor, as well as the defensive tactics classes previously mentioned. Other recent programs included Dealing with Noncompliant Behavior, Combat Shooting Course, Westlaw Research, NCIC Record Checks, automation training, and certification as fit time instructors.
- ★ Distance Education. The advent of the Federal Judiciary Television Network (FJTN) has continued to allow the office to participate in distant education programs sponsored by the Federal Judicial Center (FJC), the U.S. Sentencing Commission, and the Federal Corrections & Supervision Division (FCSD). Programs included Cyber Crime, Supervision of Sex Offenders in the Community, Survival Spanish, Cultural Diversity, White Collar Crime, Special Needs Offenders, various sentencing related issues, and a continuing series on substance abuse related issues.
- ★ Attendance at Special Conferences. The office encourages and supports staff attendance at training conferences of special significance for our work. During fiscal year 2000, these included participation in the National Seminar on the Federal Sentencing Guidelines in Clearwater Beach, Florida, Sex Offender Treatment and Supervision at the Federal Correction Institution in Butner, North Carolina, FPPOA National Training, PACTS training in Washington, DC, and Review of the Financial Investigation Procedures utilized by probation officers in Washington, DC.
- ★ Fall Training Conference. Since 1997, the office has sponsored an annual off-site training conference for all staff on selected training issues. The 2000 conference, which took place in North Conway, NH, featured a Vermont State Trooper who conducted a day-long program on issues surrounding verbal defusion techniques. A

half-day program was devoted to strategic planning.

During 2001, the office intends to continue its training emphasis on officer safety issues and issues surrounding dual diagnosis cases. A presenter has been secured for the Fall Training Conference to address “reinventing probation” issues.

STAFF ACHIEVEMENTS AND MILESTONES



STAFF ACHIEVEMENTS AND MILESTONES

U.S. Probation Officer Christopher H. Pingree was the first ever recipient of the District Award for Superior Performance. Chris was cited by his colleagues for his outstanding work on a series of complex white collar fraud presentence investigation reports. A plaque and \$500 cash award were presented to Chris at the Fall Training Conference in North Conway.

U.S. Probation Officer James P. Bernier was the first ever recipient of the Chief's Award for Community Service. Jim was cited by his colleagues for his untiring voluntary work with Challenger Sports, Inc., in Manchester, NH. A plaque and \$500 cash award were presented to Jim at the Fall Training Conference in North Conway. Jim planned and organized a Challenger Sports Day for 175 special needs children which took place in Manchester on August 13, 2000. Staff who volunteered for the event were **Chief U.S. Probation Officer Thomas K. Tarr, U.S. Probation Officers Karin Kinnan, Kristin Stacey, Timothy Brown, Data Quality Analyst Doris Hood, Procurement Assistant Louise Tyler, and Quality Control Clerk Tammy Greenwood.**

Drug & Alcohol Treatment Specialist Gardner G. Spencer retired after 32 years of federal service on August 31, 2000. Gardner was a veteran of the Vietnam War who worked for the Federal Bureau of Prisons for eighteen years before joining the office in April 1990. Gardner's leaving marked the first official officer retirement in the District since 1978 when Chief U.S. Probation Officer L. Wendell Knight, Jr. retired. Gardner was honored by staff and friends at a dinner June 9, 2000. Subsequently, **U.S. Probation Officer James P. Bernier** was named to replace Gardner as the District's **Drug & Alcohol Treatment Specialist.**

Guideline Specialist Cathy A. Battistelli was a recipient of a Certificate of Appreciation for Outstanding Service from the Federal Judicial Center in September 2000. Cathy has been a faculty member for the FJC's New Officer Orientation since July 1998 and has served as a facilitator for a number of FJC programs, including "Sexual Harassment," "Dealing with Non-compliant Behavior," and "Communication for Problem Management." Cathy also continued to represent the first circuit probation offices on the Probation Officers Advisory Group to the U.S. Sentencing Commission, a position she has held since June 1999.

Pretrial Services Team Leader Daniel F. Gildea received a letter of commendation in August 2000 from the U.S. Postal Inspection Service, Northeast Division Office, for his central role in uncovering a sophisticated counterfeit check and false driver's licenses scheme. Dan discovered the criminal activity during a routine home visit with a defendant who had been indicted on similar charges in the District of Arizona. Both the defendant and her husband ultimately received prison sentences for their crimes. Dan was also named the District's Coordinator to the High Intensity Drug Trafficking Area (HIDTA) Task Force.

Supervising U.S. Probation Officer Clayton J. Foster, having been selected as a National Firearms Instructor in 1998, was a faculty member for the District Firearms Instructor School in Sykesville, Maryland in September 2000.

Data Quality Analyst Doris Hood marked ten years with the District on February 12, 2000.

Secretary to DCUSPO, SUSPO and PSI Unit Team Leader Wendy Foshier marked ten

years with the District on June 4, 2000.

Deputy Chief U.S. Probation Officer Peter P. Russo served as a member of FCSD review teams which reviewed the operations in the District of Kansas in November 1999 and in the Eastern District of Louisiana in March 2000.

DCUSPO Russo and Guideline Specialist Battistelli attended the National Sentencing Guidelines Conference which took place in Clearwater Beach, Florida in May 2000.

Spearheaded by the efforts of **U.S. Probation Officer Timothy Brown**, the office sponsored a basketball team in the high school division of the Manchester Boys & Girls Club summer/fall basketball league during the winter of 1999-2000.